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REPORT OF THE ADMINISTRATOR FOR 1996 AND RELATED MATTERS

Addendum

MAIN PROGRAMME RECORD

REGIONAL BUREAU FOR AFRICA

CONTENTS

		Paragraphs	Page
I.	INTRODUCTION	1 - 7	2
II.	OPERATIONALIZING SUSTAINABLE HUMAN DEVELOPMENT AND STRENGTHENING COUNTRY OFFICES AND HEADQUARTERS	8 - 32	3
III.	NEW PROGRAMMING ARRANGEMENTS AND DELIVERY	33 - 39	7
IV.	ADVOCACY, BUILDING PARTNERSHIPS AND CONSTITUENCIES AND MOBILIZING RESOURCES FOR SUSTAINABLE HUMAN DEVELOPMENT	40 - 44	8
V.	STRENGTHENING UNDP PARTNERSHIPS IN THE UNITED NATIONS SYSTEM	45 - 53	9
VI.	UNDP PERFORMANCE IN COUNTRIES IN CRISIS AND OTHER SPECIAL CIRCUMSTANCES	54 - 60	11
VII.	BUILDING A LEANER AND MORE ACCOUNTABLE LEARNING ORGANIZATION	61 - 63	12

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I. INTRODUCTION

1. Economic growth in sub-Saharan Africa is now on an upward trend, reaching an average annual growth of 4.2 per cent in 1996, and reflecting the fact that more than 40 countries have embarked on economic reform programmes. From an average annual growth rate of 1.9 per cent in the 1980s, real annual GDP has grown an average of 2.5 per cent since 1990. Inflation remains high, continuing to exceed 20 per cent on average throughout the region. Investment and saving ratios are still very low.

2. The Regional Bureau for Africa (RBA) is currently supporting programmes for the development of economic management capacity in some 36 countries. This support has been instrumental in the design and implementation of sound and stable macroeconomic policies. Using UNDP-supported macroeconomic models and project investment models, national officials have been able to prepare policy framework papers for their discussions with the International Monetary Fund (IMF). These models are also used to prepare public expenditure reviews and public investment programmes for round table and consultative group meetings.

3. Politically, the region is experiencing a stronger transition to representative democracies. Over 30 countries have commenced the process of moving towards pluralistic, democratic systems, thus building upon the experience of a few countries with longstanding democratic traditions. The support of RBA for these countries has focused on managing electoral processes, strengthening judicial systems and enhancing capacities for conflict prevention, management and resolution. This support has contributed to peace and to the design and implementation of rehabilitation and reconstruction programmes in, for example, Sierra Leone, Mali and Mozambique.

4. Despite promising achievements in 1996 and overall positive development trends, two challenges remain. Policies and practices which will enable African countries that are on the upward trend to consolidate economic and political gains and others to commence the process towards stability and economic progress will have to be continued and increased financial support will have to be mobilized from a variety of sources including more far-reaching debt relief, better terms of trade through access to external markets, schemes designed to improve the level of private flows, reprogramming of available resources, and, most important, additional aid resources for Africa.

5. These challenges are consistent with those addressed by the United Nations System-wide Special Initiative on Africa, which was launched in March 1996. To meet them, RBA has set several specific regional targets for achieving sustainable human development. Its programmes and policy advice are aimed at: (a) fostering good governance, including capacity development, which can ultimately lead to sustained economic and political reforms, peace, democracy and the elimination of poverty; (b) reducing poverty and social exclusion and fostering sustainable, job-creating, equitable and environmentally sound development; (c) finding a concrete solution to alleviate the debt burden of the poorest, most indebted countries; (d) improving access to international markets with a view to integrating Africa into the global economy and mitigating the possible negative short-term impacts of the Uruguay Round; (e) reversing the

downward trend of the official development assistance (ODA), and at the same time, ensuring that external assistance is used more effectively and efficiently for the development of social sectors and basic infrastructure; (f) promoting increased private flows through foreign direct investment; (g) promoting active regional integration and cooperation; and (h) improving coordination of aid from donors and ensuring that external assistance is consistent with Africa's development priorities.

6. Throughout 1996, RBA has successfully advocated, in regional and international forums, that a new development partnership between donors and African countries should take account of the many and varied initiatives and plans already under way. These include the Cairo Agenda for Action adopted by the summit of the Organization of African Unity (OAU) in June 1995, the United Nations New Agenda for the Development of Africa in the 1990s, and the United Nations System-wide Special Initiative on Africa, as frameworks for defining the vision of Africa as seen by African leaders.

7. Within the United Nations system, RBA has taken an active role in promoting and strengthening UNDP's partnership in the implementation of the United Nations Special Initiative on Africa and the refocusing of the New Agenda for the Development of Africa.

II. OPERATIONALIZING SUSTAINABLE HUMAN DEVELOPMENT AND STRENGTHENING COUNTRY OFFICES AND HEADQUARTERS

8. Finding creative solutions to cope with poverty is one of the greatest challenges facing the continent. If present trends continue, by the year 2000 the number of people living in poverty is expected to jump to 304 million or roughly 50 per cent of the region's population.

9. In 1996, RBA actively supported 23 programme countries in implementing policies and programmes which are instrumental in eradicating poverty. Several policy and programme instruments were employed in this effort.

10. Poverty profiles and public expenditure reviews that provide a statistical overview of the extent of poverty were prepared, jointly with the World Bank, for Burkina Faso and Togo.

11. An information system to prepare national human development indexes and to assess and monitor the impact of policies and programmes on the reduction of poverty was designed in Benin.

12. Resources were mobilized to support the implementation of poverty eradication programmes during the round tables for the Congo, Namibia and Sierra Leone, where poverty programmes were presented to donors for funding.

13. To enhance the impact of UNDP support for poverty eradication, these activities will be implemented in the framework of the United Nations System-wide Special Initiative on Africa, which focuses on key poverty-sensitive areas such as basic education, basic health, governance, food security, water, and sanitation and peace-building.

14. RBA supports job creation, mainly through private sector development and community-based programmes. The ongoing African Project Development Facility (APDF) was created in 1986 jointly with the African Development Bank (ADB) and the International Finance Corporation (IFC). The programme is managed by teams in the subregional offices in Abidjan, Nairobi and Harare, and helps identify and prepare small and medium-sized projects ranging from $500,000 to $5 million. In addition to the founders, funding is provided by Denmark, Finland, France, Italy, the Netherlands, Sweden, the United Kingdom and the United States of America. Since its inception, a total of $271 million is estimated to have been invested in the Facility, with over 160 projects completed, and over 14,000 jobs generated. Entrepreneurs in 29 countries have benefited from the programme.

15. Empresas Technologica (EMPRETEC), a facility developed in Argentina to support small and medium-sized enterprises through provision of technical assistance, financial advice, training and fostering linkages among the participating countries, has been introduced in Ethiopia, Ghana, Nigeria and Zimbabwe. It has helped launch more than 250 new African businesses in such areas as agro-industry, plastics, chemicals, and textiles and assisted over 300 enterprises to refocus, expand and modernize their existing operations. More than 70 business linkages have been established between enterprises utilizing the EMPRETEC facility, and over 100 national and international firms are now linked with EMPRETEC entrepreneurs. Furthermore, EMPRETEC is pursuing collaboration with multinational corporations to develop an EMPRETEC subcontractors' system which will give priority to women subcontractors. This is already being done in Ethiopia. The EMPRETEC programme is expected to be adopted by Botswana and South Africa in the near future.

16. UNDP, together with the IFC and the Industry Council for Development, founded the African Management Services Company (AMSCO) to strengthen management capacity in Africa. Other donors who support the initiative include Belgium, Denmark, Finland, Germany, Italy, the Netherlands, Portugal, Sweden, Switzerland, the United States of America and the African Development Bank. With the backing of over 40 transnational corporations, AMSCO has created and sustained 10,000 jobs. It provides training facilities for African management teams and has trained 104 local key managers. It helps financially viable enterprises to access financing, capital, foreign markets and the services of experts. Since its inception, it has provided assistance to over 200 firms. A recent appraisal concluded that of these firms, 66 per cent realized increased profits following AMSCO's support.

17. In 1996, RBA introduced a private sector consultation module in round table conferences for the Congo and Sierra Leone. In addition, an in-country private-sector round table was held in Mali in November.

18. A 20-year campaign to end onchocerciasis (river blindness) reached a successful conclusion in 1996. UNDP provided support of more than $2.8 million in 1996, and in collaboration with the World Bank, the United States and other bilateral donors, helped in virtually eliminating the disease from the Niger and Volta river basins. As a result nearly one million people from 10 countries were able to move back to the region, reclaiming the rich farmland to sustain their livelihoods.

19. RBA implemented in 1996 the Africa 2000 Network programme, with funding of more than $1 million. This is a high-impact, quick-acting programme for sustainable livelihoods. The overriding development objective of the Network is to improve the livelihoods of those living in rural communities in sub-Saharan Africa. An effort is made to offer individuals increased control over their resources in order to realize their aspirations. This is achieved by enhancing the role of women, building capacity to initiate similar projects and broadening the opportunities for community resource mobilization in an environmentally sustainable manner. The network encourages villages, African-based grass-roots groups and non-governmental organizations (NGOs), through small grants of up to $50,000, to engage in community-based activities intended to promote local livelihoods and sustain the environment. In 1996, over 500 projects were funded in 15 countries.

20. During 1996, the RBA gender programme continued to give priority to the development of an integrated strategy for mainstreaming gender concerns into African development planning and policy analysis, research agendas and NGO development and management. Support was given, in particular, to the regional institutions, the Council for the Development of Economic and Social Research in Africa, the African Institute for Economic Development and Planning and the Pan-African Institute for Development, to assist in the building of capacity to integrate gender into their research and training activities. A Regional Gender Advisor was outposted to assist in the acceleration of the gender mainstreaming process in countries in crisis and recovery.

21. Through its Africa 2000 Network project, RBA provided technical assistance to enable village women to regenerate their environment, establish viable small industries and make meaningful contributions to development.

22. RBA also developed a strong collaboration with Women's World Banking (WWB) and leading African microfinance practitioners. This collaboration resulted in the UNDP-WWB Best Practice Workshop of African Microfinance Institutions held in Bamako, Mali in June, and the preparation of a regional programme to build and strengthen women-led microfinance institutions and network in Africa.

23. In the new cycle, mainstreaming efforts will be intensified as part of a commitment to encourage and support countries' efforts to implement the Platform for Action of the Fourth World Conference on Women. Capacity-building initiatives will be on a wider scale, utilizing the experiences of the last five years. A main objective is to improve the incorporation of gender considerations into RBA programming, both at policy and operational levels, to ensure that sectoral initiatives will both promote and benefit from a gender perspective.

24. UNDP, particularly through the Office to Combat Desertification and Drought (UNSO), is providing support for the launching of the National Action Programme (NAP) processes in 16 African countries. Support is also being provided to subregional organizations. In line with the country-driven and flexible nature of UNDP support, initial NAP support activities differ among countries. With the United Nations Volunteers (UNV), RBA has embarked on a two-year programme that will attach United Nations Volunteers to the national coordinating bodies in 15 African countries. Volunteers will assist in initiating and

institutionalizing participatory planning processes in the spirit of the Convention to Combat Desertification and promote capacity-building in civil society organizations for the implementation of the Convention and the establishment of national desertification funds.

25. RBA work in support of the efforts of countries to set up national desertification funds has intensified, with catalytic support being provided to 18 countries in Africa to set up task forces to spearhead the design process. It is expected that in 1997, around 10 countries will reach consensus on how the funds will be set up and operate.

26. The portfolio of the Global Environment Facility (GEF) in Africa consists of 23 projects, 16 enabling activities, and 16 project development funds (PDFs) which amounted to about $85 million in 1996. These efforts were designed to help combat environmental problems in preservation of biodiversity, prevention of global warming and protection of international waters.

27. Of the GEF activities in Africa, a total of four projects, 16 enabling activities and five PDFs totalling $21.7 million were developed and approved during 1996. There are a significant number of project proposals in the pipeline, the development of which will be enhanced by the provision of baseline funding or co-financing through the UNDP's target for resources assignment from the core (TRAC).

28. UNDP is the joint lead agency, with the Economic Commission for Africa (ECA), of the governance component of the Special Initiative on Africa. RBA, on behalf of UNDP, has developed, in consultation with other United Nations agencies, a strategic framework called the Special Initiative on Governance in Africa (SIGA), which identified five categories under which the interventions of United Nations system agencies on governance could be rationalized. These are leadership building, accountability, civil society empowerment, political transition, and peace and stability.

29. RBA had supported some of these governance priority areas in Africa even before the development of SIGA. With the existence of SIGA, RBA assistance is now more focused and substantive. The Government of Norway has contributed $10 million to a UNDP trust fund which is being used to support the national governance programmes being formulated in Cameroon, Ethiopia, Mali, Senegal, Sierra Leone and Swaziland.

30. To leverage upon these successful experiences and increase donors' awareness of governance as a priority development issue for Africa, UNDP is organizing an Africa Governance Forum, which will be held in Addis Ababa in July 1997 and attended by African Ministers and donor representatives. It has also been agreed with the Government of Japan that the second Tokyo International Conference on African Development, which is scheduled for 1998, will have governance as a key sector for review.

31. UNDP also launched a series of programmes to enhance development management capacities in Africa. These programmes, such as the National Long-term Perspective Studies (NLTPS) project, based in Côte d'Ivoire, and the African

Capacity-building Foundation, based in Zimbabwe, have enhanced senior and middle level civil servants' expertise in development management.

32. RBA intends to continue to give African leaders at the highest level opportunities to enhance their awareness of leading topical development issues and to hone their expertise in economic management. UNDP, in partnership with the Harvard Institute for International Development, organized a high-level seminar in economic management for ministers of finance from some 22 countries in September. The Seminar aimed at enhancing the Ministers' awareness of emerging development trends and leading topical macro-economic issues and bolstering their overall capacities in policy dialogue with their international development partners and in internal policy coordination with other ministries.

III. NEW PROGRAMMING ARRANGEMENTS AND DELIVERY

33. RBA provided full support to country offices in the preparation, submission and review of programme instruments consisting of advisory notes, country cooperation frameworks (CCFs) and requests for release of resources for advanced programming (Annex II gives a comprehensive picture of the schedule of programming instruments in Africa.)

34. By the end of 1996, 12 advisory notes had been approved by the Programme Management Oversight Committee. Six CCFs were prepared and finalized for Eritrea, Ethiopia, Kenya (extension), Mauritania, Namibia and Uganda. Total or partial approval authority for TRAC 1 was delegated to resident representatives.

35. Out of a total fifth cycle IPF entitlement of $1,257,649,000, 68 per cent was spent as of December 1995, 23 per cent was committed for 1996, and 9 per cent will be carried over to the next cycle. Actual delivery for the full cycle is estimated at 84 per cent. RBA's non-core resources for the fifth cycle amounted to $478,797,000, almost equally distributed among trust funds, cost-sharing and management services agreements.

36. Delivery followed a downward trend during most of the fifth cycle. A number of constraints were identified. One problem is the diversity of focal points at the government level in nationally executed projects. Another is weakness of programmatic and technical capacity at national level. The Government does not always have a coherent plan or programme framework; thus many programmes are operating in a "policy vacuum." Donors' support was not always forthcoming in the programme approach framework. UNDP procedures on the programme approach and national execution are perceived as cumbersome for both Governments and donors. Finally, delays in reporting and in submitting audit reports on nationally executed programmes cause a time lag in recording actual delivery.

37. Country offices and Headquarters collaborated to address the delivery issue during cluster meetings of resident representatives and deputy resident representatives held in June and July. Training sessions on the new programming arrangements were also conducted at these meetings and at Headquarters. As the result of the dialogue between Headquarters and country offices, a number of actions were agreed upon to improve delivery. One was agreement to use the

preparatory assistance modality to facilitate the elaboration of programme support documents (PSDs) and programme support implementation arrangements (PSIAs) simultaneously with the PSDs. Another approach is to use the advance authorization modality to enable the early launching of programme/project activities. It was agreed that strong linkages with officials of key ministries should be cultivated in order to provide critical support to UNDP programme/project activities. Finally, in view of the growing use of the national execution modality, establishment of programme support units and systematic training of government counterparts and UNDP staff should be undertaken. As a result, RBA has registered a significant improvement in 1996, with a delivery level estimated at $205 million, representing an increase of 31 per cent compared to 1995's level.

38. To speed up the release of the $273 million in TRAC resources for advance programming in Africa, RBA sent all country offices "Guidelines on Advance Programming" and action plans to enhance programme delivery. A number of countries designed and began implementation of programmes using the advance programming modality, including Angola, Comoros and Malawi.

39. Under TRAC 1.1.3., nine programmes were approved in 1996: Angola received $2.5 million for demobilization; Liberia, $500,000 for rehabilitation; Mali, $200,000 for reintegration; Rwanda, $2.5 million for capacity-building and rehabilitation; Sierra Leone, $1 million for rehabilitation and reconstruction; the Great Lakes Region, $700,000 for information coordination in refugees areas; and the Horn of Africa, $250,000 for designing a strategic framework for renabilitation. Burundi and Mozambique have been allocated $500,000 and $1 million respectively.

IV. ADVOCACY, BUILDING PARTNERSHIPS AND CONSTITUENCIES AND MOBILIZING RESOURCES FOR SUSTAINABLE HUMAN DEVELOPMENT

40. During 1996, RBA organized discussions, lectures and meetings, and published reports and documents, on African development issues, with a special focus on areas related to sustainable human development (SHD). Ten discussion series lectures were organized in 1996 with guest speakers from renowned African and international institutions, and with participation from UNDP and other United Nations bodies and agencies. On behalf of UNDP, the senior management of RBA delivered some 36 statements on African development issues during major international and interregional conferences and forums.

41. To increase awareness of African development issues and priorities, members of the senior management of RBA were interviewed on Radio France International, Voice of America, Africa # 1, and United Nations Radio and by media at the country level. Discussion centred on the launching of the United Nations Special Initiative on Africa, the Human Development Report 1996 and the Decade for the Eradication of Poverty.

42. In 1996 RBA established an active home page on the Internet with information on the United Nations Special Initiative on Africa, RBA programmes, the Great Lakes initiative, news updates, country information updates, and links to other websites. RBA organized two subregional workshops with government

officials and representatives of civil society and the private sector to promote the use of the Internet for advocacy of SHD.

43. The total estimated non-core resources mobilized in 1996 stood at $153 million, representing an increase of 20 per cent over 1995. This confirms the growing dynamism of RBA in mobilizing non-core resources and the steady progress made in this area over the cycle. As compared to 1993, non-core resources mobilized in 1996 represent an increase of 200 per cent. In 1996, 22 African countries pledged contributions to UNDP for a total amount of $728,391, compared to 17 pledges made in 1995, for a total amount of $621,555.

44. RBA played a catalytic role, particularly in countries under special development circumstances, in supporting humanitarian, demilitarization and rehabilitation efforts. Three new trust funds were created in 1996, for Angola ($8 million), Mali ($10 million) and Sierra Leone ($3 million). Four round tables were organized for the Congo ($618 million), Rwanda ($617 million), Sierra Leone ($230 million) and the Great Lakes region ($70 million). Eight in-country sectoral consultations were also supported.

V. STRENGTHENING UNDP PARTNERSHIPS IN THE UNITED NATIONS SYSTEM

45. Three UNDP-supported mechanisms have been instrumental in bringing the development partners and internal actors together to solve development problems. The national long-term perspective studies (NLTPS), national human development reports (NHDRs) and country strategy notes (CSNs) have all proven to be high-quality instruments for policy dialogue.

46. With NLTPS, UNDP has assisted Côte d'Ivoire, Mauritius, Gabon, Guinea-Bissau, Madagascar, Malawi, Sao Tome and Principe and Zambia to design long-term development strategies, with a national vision and agreed development objectives which reflect society's collective preferences. In countries where NLTPS have been implemented, macroeconomic policies and sectoral investment programmes and development projects have been set in an agreed long-term development framework. This has enhanced their acceptance by internal as well as external actors. The NLTPS programme has been evaluated externally, and was rated successful.

47. Côte d'Ivoire Vision 2025 was prepared with the participation of government officials, civil society, academia, the private sector and local communities. The country is in the process of operationalizing the results of this NLTPS exercise. It has established a Strategic Planning and Futures Studies Unit located in the President's Office. Its mandate is to translate the national vision into specific targets and implementable strategies, to identify and implement action plans and to bring together all relevant players and develop ownership of the strategic planning process.

48. To achieve these objectives, the Strategic Planning Unit is creating a National Strategic Council. Its primary task will be to validate the results of Côte d'Ivoire Vision 2025 and translate the objectives in strategies and action plans, covering five and 10-year periods. In terms of value added and impact, the process has helped create a national capacity for future studies. A multidisciplinary group of 30 people from the University, national research

institutes, NGOs, the private and public sectors and the Army participated in the exercise as experts to assist the national team. Another potentially significant impact is the opening of the administration to researchers, academicians and the private sector. In addition, the process brought together personalities of different political sensitivities to address common objectives and shared values for a collective effort in the national interest.

49. NHDRs prepared by Benin, the Central African Republic, Mauritania, Namibia, Sierra Leone, Togo and Uganda enhanced internal policy dialogue and engaged participation of external partners. Togo's NHDR helped establish an internal policy dialogue among civil society, the private sector, media, academia, local communities, civil servants, political parties, parliamentarians and the Government. The exercise led to the setting of national development priorities, policies and programmes which were then discussed in a national forum with the participation of donors. The forum agreed to support the development priorities through two major programmes: poverty eradication and building of economic management capacity. At the request of the Government, UNDP led the donor community assistance in preparing the two programmes, which were approved and signed by the Prime Minister during an official visit of RBA regional directors. In the framework of the NHDR, the Government, UNDP and the World Bank prepared a public expenditure record (PER) to assess the impact of policies, programmes and budget on social development and to outline effective measures to achieve SHD. This tripartite exercise was commended by the top management of the Bank and by the Government. Throughout the process the capacity of nationals to prepare NHDRs and PERs has been enhanced. Currently a national team is preparing the next PER and regional human development reports, to bring the policy dialogue to the local level. As a result of this and other successful experiences all RBA programme countries have planned to prepare an NHDR for 1997.

50. As of December 1996, 20 programme countries in RBA had formulated country strategy notes (CSNs) and 13 countries had prepared common country assessments (CCAs) under the leadership of the resident coordinators. All country offices have established units or focal points for the support of the follow-up to United Nations conferences.

51. All United Nations resident coordinators in Africa have been instructed to work closely with the United Nations country teams in initiating and maintaining dialogue with Governments and civil society. Those assigned to Ethiopia, Ghana, Mozambique and Namibia have agreed to lead their United Nations country teams in retreats, in some cases involving Government.

52. Addressing the general concern that support for Africa is on the wane at a time when countries are making tremendous efforts to lay the groundwork for sustainable economic growth, the Secretary-General of the United Nations launched, on 15 March 1996, the United Nations System-wide Special Initiative on Africa, involving an unprecedented set of coordinated actions designed to maximize support for African development efforts through the combined resources of the United Nations system. It is the first time that the entire United Nations system, including the World Bank and IMF, has committed itself to working in a synergistic manner to support the sustainable development of a continent's people.

53. The Governments of Côte d'Ivoire, Ethiopia, Ghana, Mozambique, Senegal and Sierra Leone are working closely with the World Health Organization (WHO) and the World Bank in areas of health sector reform. Similarly, with support from the World Bank and the United Nations Educational, Scientific and Cultural Organization (UNESCO), the Governments of Comoros, Ethiopia, Ghana, Malawi, Mali, Mauritania, Mozambique and Zambia have programmes in education at various stages of preparation. The Governments of Ethiopia and Namibia have requested support in the water sector, and those of Cameroon, Ethiopia, Senegal and Togo have expressed interest in governance programmes. This array of activities demonstrates growing involvement in several countries which are planning to utilize the Special Initiative as a framework for sector investment programmes, supported by the World Bank and the appropriate United Nations agencies. Mechanisms to garner full donor support are already in place, as well-prepared sector investment programmes will be, or in some cases have been, approved in consultative group or round table meetings. An added feature is the incorporation of sector investment programmes in discussions sponsored by the World Bank on the Special Programme for Africa (SPA).

VI. UNDP PERFORMANCE IN COUNTRIES IN CRISIS AND OTHER SPECIAL CIRCUMSTANCES

54. In 1996, a number of African countries encountered special development situations with the collapse of public and social services, disruption of economic activities, insecurity and armed conflict, the breakdown of law and order, massive population displacement and widespread human suffering. Eight of the 46 countries in which RBA has programmes, Angola, Burundi, the Central African Republic, Liberia, Mozambique, Rwanda, Sierra Leone and Zaire, are characterized as countries in crisis or emerging from that status.

55. The Bureau supported conflict prevention in the Central African Republic, conflict resolution in Mali and Sierra Leone, peace-building in Liberia and post-conflict recovery and rehabilitation programmes in Angola, Mozambique and Sierra Leone. In Rwanda, RBA designed, in association with other agencies, strategic frameworks for the coherent implementation of relief-to-development operations.

56. RBA works closely in association with the UNDP Emergency Response Division, the United Nations Department of Political Affairs and the United Nations Department of Humanitarian Affairs to respond to crisis situations with appropriate political, humanitarian, peace-keeping and developmental interventions. In the crisis countries, the United Nations country team (disaster management team), under the leadership of the Resident Coordinator, normally has responsibility for determining the scope of the emergency and the extent of in-country preparedness and capacity, and for certifying the resource requirements for a coordinated and coherent United Nations response. This is done through situation analysis reports to the United Nations and UNDP.

57. There are three stages to RBA's response to crisis situations. The first is to attempt to anticipate a crisis and prevent it from occurring or from spreading to a wider scale. This was the case in the Central African Republic, where UNDP successfully supported mediation efforts. The second stage is to

support local, community and national initiatives aimed at saving lives and protecting livelihoods during crisis. In the Gambia and Sierra Leone, UNDP supported grass-roots poverty alleviation programmes. The third stage, once the crisis is contained, is to stimulate recovery, by recreating accountable systems of governance, reviving commercial and economic activity, promoting social cohesion, rebuilding infrastructure, restoring health and education services and encouraging individual enterprises. These activities took place in Angola, Mozambique, Rwanda and Sierra Leone.

58. In 1996, RBA enhanced its response to crisis by initiating and leading multi-agency country assessment and evaluation missions for emergency assistance. This approach was applied in Rwanda, and led to the design of a strategic framework within which all emergency support operations and assistance are implemented. This approach has been started in the Central African Republic, and will also be applied in Zaire.

59. UNDP played a key role in the return to democratic government in Sierra Leone through support for the electoral and peace processes. When the democratically elected President took office on 29 March 1996, the way had been paved for a peaceful transition to civilian rule. UNDP assisted the Government of Sierra Leone and the Revolutionary United Front in their negotiations towards a peace agreement, designed to ensure, in conjunction with the Government's programme for good governance which emphasizes decentralization, transparency and accountability, a lasting peace.

60. UNDP also assisted the newly elected Government in formulating the National Programme for Reconciliation, Rehabilitation and Reconstruction (NPRRR). This will underpin the peace process by enabling the internally displaced population, refugees and ex-combatants to return to their homes and restart their normal lives. This programme was presented to a round-table consultation with donors in September 1996, followed by consultation with the private sector. Funding for the NPRRR was estimated at $211 million, and the Consolidated Appeal Update at $28 million. The favourable reaction of the donors to this approach was reflected in their announcements of commitments at the conference of approximately $250 million, with more expected from subsequent consultations with donors who were unable to express firm commitments at the consultation. Intensive follow-up is under way. A World Bank-led Consultative Group Meeting, scheduled for March 1997, will discuss a poverty alleviation programme and a governance programme prepared with the assistance of UNDP.

VII. BUILDING A LEANER AND MORE ACCOUNTABLE LEARNING ORGANIZATION

61. In the framework of the implementation of the 1996-1997 budget strategy, RBA has reduced the Headquarters and field offices operating budget by more than 10 per cent. This resulted in a reduction of staff. In terms of structures, the number of Headquarters divisions was reduced from four to three. Country offices also reconfigured their structures by consolidating operational units.

62. In 1996, RBA implemented a human resource development strategy, in the context of which training sessions were organized on such topics as programme

management, time management, operations management, administrative and clerical procedures and computer software.

63. A programme review management team exercise was conducted in Ethiopia and Niger and an exchange of National Officers was implemented. RBA has established in Cameroon, Mali and Zimbabwe centres of experimentation which are successfully implementing the concept of UNDP networking with national and regional institutions to support programme countries.

Annex I

UNDP/RBA SUPPORT	Number of initiatives	Approved UNDP core resources (%)	Cofinancing: government and third party cost-sharing, trust funds (%)
A. BROAD PROGRAMME AREAS			
I. Poverty elimination	X	36.9	12.0
II. Gender	X	02.0	01.1
III. Environment	X	19.7	14.0
IV. Governance	X	33.0	15.0
V. Humanitarian and disaster management	X	08.4	57.9
VI. Inter-agency activities	X	X	X
B. NON-PROGRAMMING ACTIVITIES			
I. NHDRs	-7		
II. CCFs	-6		
III. CSNs	-20		
IV. Country assessment	-13		
V. Common premises	-19		
VI. Other	X		

ANNEX II

Regional Bureau for Africa

Schedule of preparation of policy and programming instruments pertaining to the successor programming cycle

(as of 28 February 1997)

Countries	Country Strategy Note	Common Country Assessment	Advisory Note	National Human Development Report	Country Cooperation Framework	TRAC expenditure			COMMENTS
						$ amount requested	Date request received	Date request approved	
Angola	3/97		Approved PMOC 2/97	12/97	Executive Board 9/97				
Benin	Submission to HQ 11/96	7/97	Approved PMOC 11/96	12/96 12/97	Executive Board 9/97				
Botswana	Approved 11/96		Submission to HQ 2/97	12/97	Executive Board 9/97				
Burkina Faso	1/97		Submission to HQ 1/97	3/97	Executive Board 9/97				
Burundi			Submission to HQ 9/97	12/97	Executive Board 1/98				N/A at this time
Cameroon		7/96	Submission to HQ 2/97	3/97	Executive Board 9/97				
Cape Verde			Currently in HQ	1/97	Executive Board 9/97				
Central African Republic	12/96		Submission to HQ 5/97	4/96 7/97	Executive Board 9/97				New Government after second mutiny, humanitarian assistance under negotiation
Chad	9/96		Submission to HQ 2/97	12/97	Executive Board 9/97				Draft consultative note sent to HQ in August 1995
Comoros	Adopted by Government 6/95		Approved PMOC 11/96	7/97	Executive Board 5/97				

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Countries	Country Strategy Note	Common Country Assessment	Advisory Note	National Human Development Report	Country Cooperation Framework	TRAC expenditure			COMMENTS
						$ amount requested	Date request received	Date request approved	
Congo			Submission to HQ 2/97	6/97	Executive Board 9/97				CSN process to start after RT, November 1996
Côte d'Ivoire			Submission to HQ 3/97	9/97	Executive Board 9/97				
Equatorial Guinea			Submission to HQ 2/97	1/97	Executive Board 9/97				
Eritrea	7/97		Approved PMOC 11/96	5/97	Executive Board 3/97				
Ethiopia		7/96	Approved PMOC 11/96	6/97	Executive Board 3/97				1995 Human Development Report launched on 17 August 1995
Gabon	1/97		Submission to HQ first quarter of 1997	7/97	Executive Board 9/97				
Gambia			Submission to PMOC 3/97	3/97	Executive Board 9/97				
Ghana	5/95		Submission to HQ 3/97	3/97	Executive Board 9/97				
Guinea	11/96		Submission to HQ 3/97	4/97	Executive Board 9/97				
Guinea-Bissau			Currently in HQ	3/97	Executive Board 9/97				
Kenya	Launched		CP to be extended 1 year	9/97	Executive Board 3/97				AN & CCF to be finalized end of 1997
Lesotho			Approved by PMOC 12/96	12/97	Executive Board 5/97				Government has no interest in CSN, no value added

Countries	Country Strategy Note	Common Country Assessment	Advisory Note	National Human Development Report	Country Cooperation Framework	TRAC expenditure			COMMENTS
						$ amount requested	Date request received	Date request approved	
Liberia			N/A	1998					Schedule of the preparation of the next CP is not foreseeable
Madagascar	3/97	1/97	Triennial review 2/97	2/97					CP valid until end of 1998
Malawi	8/96		Currently in HQ	5/97	Executive Board 9/97				
Mali	9/96	7/96	Submission to HQ 3/97	12/95 9/97	Executive Board 1/98				
Mauritania	12/96	7/96	Approved PMOC 12/96	12/96 12/97	Executive Board 3/97				
Mauritius	6/95	9/96	Approved PMOC 2/97	7/97	Executive Board 9/97				
Mozambique	8/95	6/97	Submission to HQ 9/97	12/97	Executive Board 1/98				CP valid until end of 1997
Namibia	8/96		Approved PMOC 9/96	9/96 9/97	Executive Board 3/97				
Niger	10/96	10/96	Submission to HQ 6/97	6/97	Executive Board 9/97				
Nigeria	5/96		Approved PMOC 9/96	1/97	Executive Board 9/97				
Rwanda	10/97	12/96	Submission to HQ 7/97	6/97	Executive Board 9/97				
Sao Tome and Principe	N/A	first quarter 1997	Approved PMOC 12/96	12/97	Executive Board 9/97				
Senegal	1/97		Submission to HQ 3/97	12/97	Executive Board 9/97				
Seychelles	N/A	9/96	Currently in HQ	7/97	Executive Board 9/97				
Sierra Leone	10/96	3Q 96	Approved PMOC 12/96	9/96 12/97	Executive Board 5/97				

Countries	Country Strategy Note	Common Country Assessment	Advisory Note	National Human Development Report	Country Cooperation Framework	TRAC expenditure			COMMENTS
						$ amount requested	Date request received	Date request approved	
South Africa	3/97		Submission to HQ 4/97	12/97	Executive Board 9/97				A national reconstruction and development plan was prepared in 1996, which will lead to the preparation of a NHDR in 1997
Swaziland	TBD	10/96	Currently in HQ	7/97	Executive Board 5/97				
Tanzania	Draft 9/96		Approved PMOC 12/96	7/97	Executive Board 5/97				
Togo	fourth quarter 1996	third quarter 1996	Currently in HQ	7/96 7/97	Executive Board 9/97				
Uganda	Under consideration	Under consideration	Approved PMOC 9/96	11/96 12/97	Executive Board: 3/97				
Zaire	January 1998		Submission to HQ 3/97	1998	first quarter 1998				Owing to the current situation in Zaire, formulation of CSN and MTR are not possible at this time
Zambia	9/95	TBD	Approved PMOC 10/96	Draft 2/97	Executive Board 5/97				
Zimbabwe		1995	Submission to PMOC 2/97	12/97	Executive Board 9/97				
Regional programme			Framework approved PMOC 12/96		Executive Board 1/97				